

FOCUS LAW

National pay-hike trend hits Hartford law firms

By John Stearns

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New York law firm Cravath, Swaine & Moore LLP's decision to raise first-year associate pay to \$180,000 (and up to \$315,000 for eighth-year associates), has rippled through the law firm universe, including smaller satellite markets like Hartford.

Since Cravath's announcement in June that it was raising the pay of its novice lawyers \$20,000, or 12.5 percent (more veteran associates saw pay bumps as high as \$35,000, also 12.5 percent), more than 65 top firms followed suit with pay hikes scheduled to take effect July 1, according

to Law360 and legal blog Above the Law.

Some Hartford area lawyers at national or international firms saw similar pay hikes, industry insiders say, while small and mid-size firms have been less willing to go along with the increases.

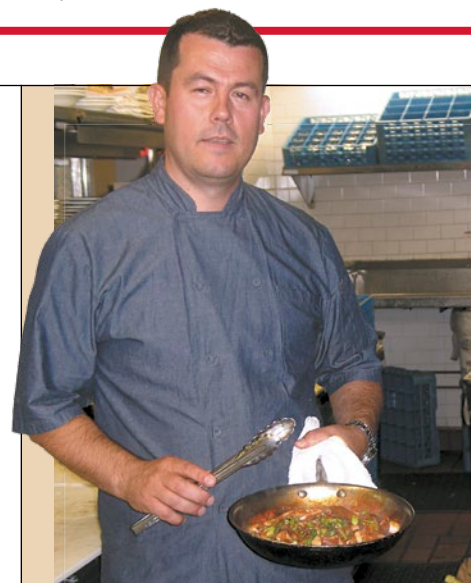
Locke Lord LLP, with an office in Hartford among 23 worldwide, was one of those firms to boost pay in response to Cravath's market-setting move, matching it in some large markets like New York. First-year associates in Hartford were bumped up to \$155,000, from \$145,000, according to Ted Augustinos,

Continued on page 8

Cravath, Swaine & Moore's New Pay Scale

Associate Year	New Salary	Previous Salary
1	\$180,000	\$160,000
2	\$190,000	\$170,000
3	\$210,000	\$185,000
4	\$235,000	\$210,000
5	\$260,000	\$230,000
6	\$280,000	\$250,000
7	\$300,000	\$265,000
8	\$315,000	\$280,000

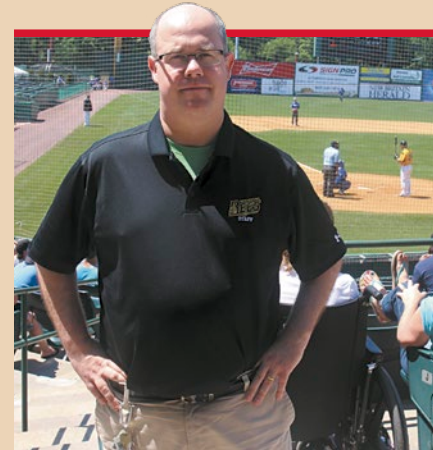
SOURCE: ABOVE THE LAW



EXECUTIVE PROFILE

Cultural Cuisine

West Hartford restaurateur Dorjan Puka — the inspiration behind Treva, Avert Brasserie, and the planned opening of Zohara later this year — wants to turn West Hartford Center into a "world food capital." **PG. 5**



Team Building

While the Hartford Yard Goats have played a hopscotch schedule of home games in various away stadiums, the New Britain Bees have started building their base of fans and corporate support. **PG. 14**

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Threat Deflection

Small producers' cybersecurity/export-compliance roles grow

By Gregory Seay

gseay@HartfordBusiness.com

Connecticut's small manufacturers are finding more money-making assignments flowing their way from larger companies, particularly in the defense sector, where export-sales are crucial to their profit lines.

But that opportunity also poses a burden: Smaller producers must invest time, energy and money to prove to federal authorities that nothing, or no one, in their technology- and product-supply chain poses a threat to America's national security.

It's a theme that

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Twin towers (left) comprise the state's newest office building, 450 Columbus Blvd., overlooking Constitution Plaza and the Connecticut River. At right, interior flourishes of the towers' shared main lobby.



PHOTOS: STEVE LASCHKEVER

State workers begin filling CT's downtown twin towers

By Gregory Seay
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“Moving day” has finally begun for the first of more than 2,100 state workers from several agencies relocating to the state's newest office building in downtown Hartford.

Starting July 11, the first 111 of the 545 full-time employees with the state Department of Revenue Services are settling into their fresh workspaces in the south tower of the two-building 450 Columbus Blvd. — formerly Connecticut River Plaza — overlooking Constitution Plaza, I-91 and the river.

Bought by the state for \$34.5 million in Sept. 2013, 450 Columbus is intended as a relief valve to consolidate workers and state operations scattered in various buildings around the Capital City. Many of those sites either have leases that are expiring, or, in the

case of DRS, are located in structures nearing the end of their useful lives and in need of extensive repairs/renovations.

On top of the purchase price, Connecticut taxpayers have invested another \$101 million or so to design and install 450 Columbus' interior/exterior configurations and furnishings.

Except for their steel-masonry shells erected in 1983, and the high-tech Otis Elevator cars installed by the previous owner, just about everything inside and outside of both towers is new: Carpeting, paint, small but intuitive work cubicles with desks, chairs and storage “cubbies.” New roofs, natural-gas powered boilers and chillers, too, were installed.

According to the state Department of Administrative Services' team overseeing 450 Columbus' conversion, state workers were surveyed for ideas/suggestions as to what they did/didn't want in their new workspaces.

What workers coveted most, DAS says it

450 Columbus Blvd. Vitals

- Two inter-connected steel-frame towers, totaling 580,443 gross square feet, above a five-story parking garage situated on 1.7 acres.
- Approx. 750 parking spaces in the below-ground garage; plus 2,290 spaces at the adjacent state-owned Morgan Street Garage.
- North tower has 15 stories
- South tower has 11 stories
- Towers' eventual occupants: Dept. of Administrative Services; Dept. of Education; Dept. of Consumer Protection; Dept. of Agriculture; Office of Early Childhood; Dept. of Revenue Services; Commission on Human Rights and Opportunities; and Office of Public Hearings

SOURCE: CT DEPT. OF ADMINISTRATIVE SERVICES

tried to accommodate despite budget constraints exacerbated by the state's fiscal woes.

Cubicles and workstations are oriented so they are next to or face the twin tower's window-laced exteriors. To provide an even “brighter, open feel,” lots of glass panels separate halls and corridors.

The dozens of conference and meeting rooms have etched glass partitions to provide occupants with some measure of privacy.

Reserving one of the rooms illustrates the extensive integration of technology into the building for occupants' convenience. Using

the Windows Outlook programs on their PCs, staffers can book a conference room and then that information is instantly shared with fellow office workers.

“Everything in this building is designed to be shared,” said Doug Moore, DAS director of facilities management.

Moore is part of the DAS team that has spent more than two years shepherding the conversion at 450 Columbus. Ira Henowitz is project manager. DAS lawyer Erin O'Brien Choquette, who is

Continued ▶

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▶ Downtown Towers

a policy and legislative advisor, also participated. Workers, however, are more likely impressed by the new office building's amenities. On the plaza level is a 300-seat, full-service cafeteria that will be open to the public.

Starting July 8, DRS will relocate groups of its workers and their files in stages from 25 Sigourney St. each weekend until finished at the end of August, said DRS spokesman James A. Carson.

By next February, the most usable portions of the 580,443 square feet in both towers will house 2,155 workers, officials said.

Installing and synchronizing state workers' information-technology systems and support in the new towers is among the toughest chores in consolidating workers to 450 Columbus, officials said.

Almost all phone/fax exchanges and email addresses for agencies affected by the move will remain unchanged.



■ State workers will soak up natural light and views, thanks to an abundance of windows (south tower's 11th floor view).

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Dorjan Puka

Owner/CEO, DORO Restaurant Group, comprising Treva and Avert Brasserie in West Hartford and Artisanal Burger Co. in Manchester, and later this year, Zohara also in West Hartford.

Highest education: High school, Tirana, Albania.

Executive insights:

"I do believe delegation is huge. When we first started, I wanted to touch everything myself. Owning three restaurants, that is impossible. So slowly, I'm learning to step back and trust people, but you have to put a lot more effort and training the right people."

Dorjan Puka has a full plate running three restaurants and planning a fourth, but he still loves to cook when he can, as he demonstrates at Treva in West Hartford.

Puka envisions W. Hftd. as 'world food capital'

By John Stearns

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West Hartford restaurateur Dorjan Puka — the inspiration behind Treva, Avert Brasserie, and the planned opening of Zohara later this year, plus Artisanal Burger Co. in Manchester — is a testament to hard work paying off.

Puka came to the United States from his native Albania in 1998 after winning the green card lottery.

In Albania, he grew up under restrictive communist rule, then discovered his passion for cooking when volunteering to help a cousin who cooked in a prestigious Italian restaurant that opened after communism's fall. He was accepted to law school at the same time, but after a month, followed his heart into the kitchen.

He embarked on a difficult journey, learning to cook by watching and experimenting in Albania and other kitchens in Europe, sometimes for little

to no compensation other than meals and experience. Eventually, he ascended to a head chef's job in Albania that paid a then-whopping \$500 a month.

Puka came to the U.S. speaking no English. "Because I know how to cook, I was not afraid," said Puka, 41.

His wife, Mira, whom he married before immigrating to the U.S., spoke English and helped the transition.

He landed a line cook job at Vito's By the Park in Hartford then added a second job as line cook at Max Amore in Glastonbury before transferring to Max's Oyster Bar in West Hartford as sous chef, always working lunch at Vito's and dinner at a Max.

To expand his cooking repertoire, he took jobs in 2006 at well-known restaurants in Las Vegas, Napa Valley, Calif., and San Francisco, followed by restaurant stints in France, Germany and Italy.

With a dream to open his own place, he returned to Connecticut in 2007, commuting to an executive chef job at Max's Tavern in Springfield.

His vision materialized when he opened

Treva, an Italian concept, in West Hartford Center in 2010. "I'm living the American dream," Puka said.

Today, his DORO Restaurant Group, for which he is CEO and majority owner, generates \$9 million in annual revenue. DORO's chief operating officer, Scott Miller, has a minority stake.

To help fuel his many tasks, including planning Zohara in the former Plimpton's store space near Treva, Puka sips five espressos a day. Zohara, set to open before Christmas, will feature Mediterranean fare with Israeli, Lebanese, Greek and Turkish influences. Concoctions will emerge from a central, open kitchen.

"We want our guests to be interacting with chefs and see what we do and how we do it," he said. It will be the latest addition to a community he and Mira

love and help. He serves as chef for a Westmoor Park fundraiser, Feast on the Farm, each year and contributes to Growing Great Schools.

Puka wants to help elevate the town's already lofty cuisine scene and believes West Hartford can become a world food capital.

"It's a very European town and I really love West Hartford and I feel like I have to do something for this community and make it even better," he said, viewing restaurants as a town draw. Puka, who loves projects, won't stop at Zohara, eyeing more eateries in West Hartford or nearby.

He said his management style is to lead by example, citing an Albanian saying that "the fish start smelling from the head" when it rots. Puka demonstrates the top service and quality he expects and hires people for their willingness to learn, not their resumes.

He said Mira doesn't get enough credit for her contribution to the business. She acts as finance director and is invaluable behind the scenes, Puka said.

Their sons, Denny, 16, and Drini, 13, know their food, too, and their parents would welcome their taking over some day.

For now, the couple has plenty to keep them busy fulfilling Puka's plans. ■

Check out a video clip of Dorjan Puka's interview at hartfordbusiness.com.

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BY THE NUMBERS

\$150.2M

The amount of supplemental payments for hospitals, postponed by the state in March, that were paid out June 20, according to the Office of Policy and Management.

\$13.4M

A required payment levied against nonprofit health insurer HealthyCT by the federal government, which led state regulators last week to forbid HealthyCT from writing new business.

40,000

The number of policyholders HealthyCT has in the state.

\$12M

The amount of sales derived during the state's first two weeks offering the lottery game Keno.

TOP 5 MOST READ

on HartfordBusiness.com

■ Financially struggling HealthyCT to run off business

■ Hospitals receive held-back payments

■ FFFC moves corporate office to Hartford

■ MDC awards \$279.4M tunnel project

■ New data shows CT losing workers to other states

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PHOTO | HBJ FILE

Ken Lalime is HealthyCT's chief executive officer.

TOP STORY

Financially ailing HealthyCT to runoff existing business

The future of HealthyCT, the nonprofit health insurance company created as a result of the Affordable Care Act, appears dire after the Connecticut Insurance Department (CID) prohibited the company from writing any new business, citing its "hazardous financial standing."

CID Commissioner Katharine Wade said in a statement that a federally required risk-adjustment payment of \$13.4 million, ordered on June 30, has jeopardized HealthyCT's financial position. She said CID placed HealthyCT under an order of supervision to ensure that the company could cover any claims filed by its existing 40,000 Connecticut policyholders.

"This order of supervision provides for an orderly run-off of the company's claim payment under close regulatory oversight," Wade said.

CID's order said HealthyCT could have the supervisory order lifted if it can attain sufficient liquidity, surplus and reserves, as determined by the commissioner. But it's unclear how the insurer could do that if it's unable to write new business.

CID said its unknown whether HealthyCT could return to normal operations.

"Given what we do know as of July 2016, however, it is recommended that group and individual insureds, medical providers and others not count on a near-term change in circumstances, which would justify an abatement of the order," CID said.

HealthyCT CEO Ken Lalime said in a written statement: "We have been exceptionally proud of our efforts here at HealthyCT and our staff has worked tremendously hard to serve our policyholders."

HealthyCT was a so-called Consumer Operated and Oriented Plan, or "CO-OP" — a type of nonprofit insurance plan created under the ACA.

HEALTH CARE

Hospitals receive held-back payments

Hospitals across the state have received approximately \$150 million in payments the state held back in March, the Office of Policy and Management said.

The so-called supplemental payments represent the portion of the provider tax the state returns to its acute-care hospitals.

OPM Secretary Benjamin Barnes, who is Gov. Dannel Malloy's budget director, said in March that he was holding back the funds because of the state's worsening fiscal picture. At the time, he said he wasn't optimistic about paying out any further fiscal year 2016 supplemental payments.

But the budget passed by legislators in May provided a new line item specifically for supplemental payments, which reduces the amount by which the administration can cut those funds, according to the Connecticut Mirror.

ECONOMY & LABOR

New data shows CT losing workers to other states

Connecticut lost more workers to other states in 2014, including nearby locales like Massachusetts, Rhode Island and New Hampshire, than it gained, according to new data from the state Department of Labor that tracks the inward and outward migration of jobs.

Called job-to-job flows data, the information tracks movement and will help labor department officials understand job changes in Connecticut and where workers are coming from and going to for jobs.

In 2014, more people left Connecticut for jobs in Massachusetts, Florida, California, North Carolina and Texas than came to Connecticut from jobs in those states. However, more people came to Connecticut from New Jersey and New York than left here for employment in those states.

Overall, 38,797 people came to Connecticut for work versus 39,854 who left the state for a job, meaning the state lost 1,057 workers in 2014.

CT networking groups merge

Three Connecticut business-to-business networking groups from the shoreline and Hartford areas have merged into one organization.

The Connecticut Business Connection (CTBC) said that the Capital Region Business Exchange (CRBE) and B2B Courant Network have become part of the CTBC. They join "Our Breakfast Club" in New Haven and The South Windsor Chamber of Commerce as CTBC partners, adding monthly events in West Hartford and Hartford to the organization's lineup.

Survey finds CT small businesses hiring, expanding

Sixty percent of Connecticut businesses with 500 or fewer employees reported that they're hiring in 2016, according to a survey released last week.

The Connecticut Business & Industry Association's 2016 Survey of Small Businesses also found that about half of respondents expect to remain stable, 38 percent anticipate growth, and 13 percent expect to contract. It was the first

time the survey was conducted.

Of those who are hiring, 59 percent are adding fewer than four new workers; 27 percent are bringing on four to 10 new employees; 8 percent are hiring 11 to 20; and 6 percent will add more than 20 employees.

The top three challenges noted by respondents were: profitability and growth (31 percent); government regulations, mandates and other policy decisions (21 percent); and the cost of doing business/taxes (20 percent).

ENERGY & UTILITIES

Consumer counsel opposes UI rate hike request

The Office of Consumer Counsel plans to oppose the \$100 million distribution rates increase recently proposed by United Illuminating Co. over the next three years.

United Illuminating filed an application with the Public Utilities Regulatory Authority (PURA) to raise its distribution rates effective Jan. 1, 2017, as well as incremental increases annually on Jan. 1, 2018 and 2019.

According to the consumer counsel's office, United Illuminating is requesting annual rate increases of \$65.6 million in rate year 2017, an incremental \$21.1 million in 2018, and an additional \$13.4 million in 2019. This represents an increase in distribution rates of nearly 30 percent over the three-year period.

EDUCATION

New president named at SCSU

The Board of Regents for Higher Education unanimously voted to select Joe Bertolino as the 12th president of Southern Connecticut State University. A Board of Regents search committee recommended Bertolino among three finalists after a five-month long nationwide search.

Bertolino is currently the president of Lyndon State College in Vermont and special assistant to the Chancellor for System Integration and Related Efforts at the Vermont State Colleges. He replaces Dr. Mary Papazian who resigned July 1. He will begin Aug. 22, 2016, at an annual salary of \$294,700.

According to his official bio, Bertolino was in his fourth year as president of Lyndon State College. Prior to his arrival there, Bertolino served as vice president for enrollment management and student affairs and associate professor of student personnel at Queens College/City University of New York from 2004-2012.

BANKING & FINANCE

SI Financial added to Russell Indices

SI Financial Group Inc., the holding company for Savings Institute Bank & Trust, has been added to the Russell 3000 index and Russell 2000 Index.

The Willimantic-based bank said inclusion in the index will raise its profile for greater interest in its stock among institutional investors. In the U.S. marketplace, approximately 98 percent of the U.S. equity assets are benchmarked by the Russell 3000, representing more than \$4 trillion.

REAL ESTATE



CT home prices drop while they rise nationally

Single-home sale prices in Connecticut dropped nine-tenths of a percent in May compared to a year earlier. That puts Connecticut's real estate market well behind the national average.

Property analytics firm CoreLogic said home sale prices nationally were up 5.9 percent in May. It's a trend that looks to continue, on the national front, as sale prices are projected to increase another 5.3 percent by May 2017. Transaction prices, including distressed home sales, increased 1.3 percent from April 2016 to May 2016.

"Housing remained an oasis of stability in May with home prices rising year over year between 5 percent and 6 percent for 22 consecutive months," said Dr. Frank Nothaft, chief economist for CoreLogic. "The consistently solid growth in home prices has been driven by the highest resale activity in nine years and a still-tight housing inventory."

Downtown New Britain added to National Register

Downtown New Britain has been added to the National Register of Historic Places. The mayor's office said the designation will help preserve the city's mix of historical architectural styles and open up more opportunities for property owners to have access to historical tax credits.

The main corridors in the approximately 80-acre district include Main Street, West Main Street, Arch Street, Glen Street and Franklin Square. Significant historic structures in the district date between the 1860s and 1960s; the most prominent architectural styles include Italianate (74 Whiting St.), Beaux Arts (191 Arch St.), Queen Anne (94 Glen St.), and Art Deco (24 Washington St.).

The historic preservation designation brings economic benefits to property owners, including eligibility for federal and state tax incentives.

Financial services firm moves corporate office to Hartford

Futurity First Financial Corp. has relocated its corporate office to downtown Hartford from Rocky Hill, where it had been since its founding eight years ago.

The independent insurance distribution company is moving 10 employees into 1,900 square feet at 190 Trumbull Street, suite 203. Overall the company employs 90 people. It is relocating from 500 Enterprise Drive in Rocky Hill, a spokesperson said.

The company's CEO, Mike Kalen, said the move downtown was driven by a desire to attract talent.

Kalen also said the move allows the company to add employees and increase the corporate support to its four sales offices across the country.

WHAT'S AHEAD:

- 7/18 Focus: **Manufacturing**
- The List: **Largest Manufacturers**
- Nonprofit Profile: **CRIS Radio**

CALENDAR

WEDNESDAY, JULY 20

Benefit Trends

The Connecticut Business & Industry Association will be hosting a free webinar on employee-benefit trends.

The webinar will take place July 20 from 11 a.m. to noon and help employers hone their understanding of employee benefits and rediscover their value in the recruitment arena.

Areas that will be covered include:

- Paid time off: The trends, norms, and structure for a solid program.
- Medical and other insurances: Plan design examples, and strategies for managing expenses.
- Voluntary benefits: A review of the wide array of no- and low-cost options you can provide your employees.
- Remote work programs: How they can increase the available talent pool and how you can structure them.
- Other perks and benefits with minimal costs and solid returns.

The webinar is free.

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Some firms resist pay hikes

managing partner of the Hartford office.

"We don't distinguish among the associates at the entry level, but we distinguish based on the various markets, including the cost of living and the market for top lawyers in those cities," Augustinos said in explaining the pay differential between sites. "We continually watch the market and make sure that our associates are paid what the market requires and that's much easier to do given the additional financial stability and performance that we've seen out of our recent merger," he said.

The firm was Edwards Wildman until it merged with Locke Lord in Jan. 2015, after which attorneys also got raises, so the latest pay hike is the firm's second in 1½ years. Like Cravath, which raised pay up the experience ladder, Locke Lord pay hikes also "rippled up the chain," Augustinos said.

Two factors contributed to the latest raise, he said.

"One is, if you need to be competitive, then you need to make raises when the market moves, like it just did," Augustinos said. "The other factor is you need to be able to pay those higher [salaries]. The benefits of our merger included better financial stability and ability to stay with the top of the market in the cities that we serve."

The recent increase for Hartford associates "was a very important statement for them that we're determined to have the best associates in all of our markets and that we have the wherewithal to make sure that happens," he said.

Locke Lord has 14 lawyers in Hartford.

Other national firms with offices in Hartford, including Bracewell LLP and Brown Rudnick LLP, also followed Cravath with raises, according to Law360 and Above the Law. Representatives from those firms did not return calls or emails, but Above the Law reported Brown Rudnick matched Cravath in all U.S. offices, including Hartford, after first limiting the hikes to New York.

Local firms differ

Monte Frank, who became president of the Connecticut Bar Association on July 1 and is a principal at Cohen and Wolf PC, which has roughly 60 lawyers among its Bridgeport,

Danbury, Orange and Westport offices, said he hasn't seen a lot of willingness among firms in the state to match the hikes that aren't part of the top 50 New York or international firms.

Connecticut has top-rate legal talent attracted to the state for many reasons, including quality of life, legal camaraderie and quality of work, all of which make it an enjoyable place to practice law, Frank said.

The big firms with Connecticut offices are more tied to the latest market moves, he added.

"But for most of the Connecticut firms, I don't think there's a strong appetite to match," Frank said, agreeing that small

and midsize firms tend to follow market forces not dictated by the biggest firms.

Frank said his firm pays "attention to what's going on in the market, but we've always had success at attracting high-quality lawyers because of all the other factors—quality of life, collegiality. I think that's important to keep in mind, and I predict we'll continue along that track."

Locke Lord's Augustinos echoed quality-of-life sentiments in explaining the market pay differences. He said more young lawyers may opt for the convenience and cost of markets like Hartford over slightly higher pay in places like New York.

"I've practiced in Hartford my entire career and my practice is not really based in Hartford, so it doesn't really matter where I live," he said. "Most of the people in our office would probably say about the same thing.



Ted Augustinos, managing partner of the Hartford office of Locke Lord LLP, said his law firm boosted associate pay to stay competitive with the market-setting move by Cravath, Swaine & Moore of New York. First-associate pay in Hartford, however, isn't as high as in the firm's largest markets.

HB PHOTO | JOHN STEARNS

Our clients are all over the place."

What Locke Lord offers, he added, "is that you can have a practice that's based on our firm's platform, that's really as sophisticated as you would find anywhere in any city with the livability and cost of living of a place like Hartford."

Alan Lieberman, managing partner of Shipman & Goodwin LLP, the Hartford area's largest firm based on number of local attorneys, said the firm was watching the latest pay moves.

"We are committed to being competitive in our compensation and bonus structure while remaining conscious of providing value to our clients, so we are watching, with interest, the reported associate pay increases," Lieberman said via email.

"Over the last few years, we have had great success recruiting highly talented lawyers from first years all the way up to senior partners,

resulting in appreciable growth in our attorney head count," he said. "Our compensation structure is only one of the factors that attracts lawyers to our firm. We have a very interesting and sophisticated client base locally and nationally that provides many unique and challenging opportunities for our attorneys."

Four other firms with offices in Hartford—Cantor Colburn LLP, Day Pitney LLP, Halloran & Sage LLP and Robinson + Cole LLP—declined to comment for this story.

A spokesman for Morgan, Lewis & Bockius LLP, which has an office in Hartford with 19 lawyers, declined to comment, saying the firm neither publicly discloses nor comments on compensation for partners or associates.

Above the Law reported the firm raised pay to the Cravath level in U.S. offices, up through seventh-year associates. ■

EXPERTS CORNER

Employers must prep now for new federal OT guidelines

By Christine P. Gonzalez

Regulations released by the U.S. Department of Labor establishing new guidelines under which employees must be paid overtime will have a far-reaching impact on employers throughout Connecticut and the nation. Business leaders now must take the right steps to ensure they are in compliance with these new rules before they take effect in December.

The DOL's final rule establishes a new salary threshold of \$47,476 a year for most employees



Christine P. Gonzalez

working more than 40 hours a week—this is more than double the current threshold of \$23,660. This means that under the new regulations, salaried workers earning less than \$47,476 per year (\$913 per week) must now be paid overtime—an action that has employee advocates elated but many business leaders concerned.

This has been an issue debated in Washington D.C. for quite some time, and while no action has been taken by Congress, President Obama opted to use his executive authority—under the 1938 Fair Labor Standards Act—to change the nation's overtime rules.

The final rule, issued this month, is likely to impact thousands of Connecticut employees and the companies that pay them, and is expected to have an effect nationwide—simply put, more than 4 million Americans could be newly eligible for overtime pay within the

first year of implementation.

What does this mean for employers?

Employers should review their payroll practices now and consider making changes to hours, job descriptions or other terms of employment to ensure they are in compliance with federal and state laws.

Employers should review their workforce to determine who might be subject to the new rules. The circumstances surrounding each affected employee will likely impact how employers respond.

For each affected employee newly entitled to overtime pay, employers may respond by choosing one or more of the following options:

- Increasing the salary of an employee who meets the "duties test" to at least the new salary threshold to retain his/her exempt status;

- Paying the overtime premium of one and a half times the employee's regular rate of pay for all hours worked over 40 each week;
- Reducing or eliminating overtime hours; or,
- Reducing the amount of pay allocated to base salary (provided that the employee still earns at least the applicable hourly minimum wage) and adding pay to account for overtime for hours worked over 40 in the workweek, to hold total weekly pay constant.

The new rules take effect Dec. 1. Employers should take this opportunity to properly equip themselves for dealing with the workforce, both now and well into the future. ■

Christine P. Gonzalez, CPA, is a partner with West Hartford accounting and consulting firm BlumShapiro.

Connecticut's largest employers

(Ranked by number of Connecticut employees as of May 2016)

Rank	Company	Conn. employees 2016/ 2015	Total employees 2016/ 2015	Type of business	Person(s) in charge	Year founded
1	State of Connecticut State Capitol, 210 Capitol Ave. Hartford, CT 06106 860-566-4840; www.ct.gov	48,912 (1) 51,646 (2)	48,912 51,646	State government	Dannel P. Malloy Governor	1788
2	Yale New Haven Health System 789 Howard Ave. New Haven, CT 06519 203-688-4608; www.yalenewhavenhealth.org	19,920 20,071	20,826 21,112	Healthcare system	Marna Borgstrom President & CEO	1996
3	Hartford Healthcare 1 State St., Suite 19 Hartford, CT 06103 860-263-4100; hartfordhealthcare.org	18,135 18,107	18,135 18,107	Healthcare system	Elliot Joseph President & CEO	1985
4	Yale University 105 Wall St. New Haven, CT 06511 203-432-4771; yale.edu	15,018 (3) 14,787 (4)	15,018 14,787	University	Peter Salovey President	1701
5	United Technologies Corp. 10 Farm Springs Road Farmington, CT 06032 860-728-7000; www.utc.com	15,000 24,000	197,000 211,500	Aerospace, elevator, fire, security, air conditioning, building automation, and heating and cooling industries	Gregory J. Hayes President & CEO	1929
6	General Dynamics Electric Boat 75 Eastern Point Road Groton, CT 06340 860-433-3000; www.gdeb.com	10,230 9,583	14,297 13,692	Design, build and life cycle support for U.S. nuclear submarines	Jeffrey S. Geiger President	1899
7	University of Connecticut 115 N. Eagleville Road Storrs, CT 06269 860-486-2000; www.uconn.edu	9,861 9,932	9,861 9,932	Primary state university	Susan Herbst President	1881
8	Wal-Mart Stores Inc. NA NA, CT 800-925-6278; www.walmart.com	8,800 (5) 8,800	2,300,000 2,200,000	Retail	Doug McMillon President & CEO	1962
9	Sikorsky, A Lockheed Martin Company (6) 6900 Main St. Stratford, CT 06615 800-946-4337; sikorsky.com	8,000 NA (7)	15,000 NA (7)	Helicopter design, manufacture and service	Dan Schultz President	1925 (8)
10	The Travelers Cos. Inc. 1 Tower Square Hartford, CT 06183 860-277-0111; www.travelers.com	7,400 (9) 7,300	30,000 30,000	Property and casualty insurer	Alan D. Schnitzer CEO	1864
11	The Hartford Financial Services Group 1 Hartford Plaza Hartford, CT 06155 860-547-5000; www.thehartford.com	7,000 7,000	17,400 17,500	Property and casualty insurance, group benefits, mutual funds	Christopher J. Swift Chairman & CEO	1810
12	Mohegan Sun 1 Mohegan Sun Blvd. Uncasville, CT 06382 888-226-7711; mohegansun.com	6,735 6,900	6,735 6,900	Entertainment, gaming, dining, shopping, hotel, spa and meetings and conventions	Ray Pineault President	1996
13	Foxwoods Resort Casino 350 Trolley Line Blvd. Mashantucket, CT 06338 800-369-9663; www.foxwoods.com	6,500 5,301	6,500 5,301	Hospitality, entertainment, gaming, retail, dining, golf, spa and hotel	Felix D. Rappaport President & CEO	1992
14	Trinity Health - New England (10) 1000 Asylum Ave. Hartford, CT 06105 860-714-4000; www.stfranciscare.com	6,304 5,520 (11)	6,304 5,520	Hospital	Christopher M. Dadlez president & CEO	1897
15	Aetna Inc. 151 Farmington Ave. Hartford, CT 06156 860-273-0123; www.aetna.com	6,200 6,126	50,100 50,164	Traditional, voluntary and consumer-directed health insurance products	Mark T. Bertolini Chairman & CEO	1853
16	UnitedHealthcare (12) 185 Asylum St. Hartford, CT 06103 800-899-7658; www.uhc.com	5,000 4,300	175,000 117,000	Health insurance	Stephen Farrell CEO, UnitedHealthcare of New England	1993
17	City of Waterbury 235 Grand St. Waterbury, CT 06702 203-574-6712; www.waterburyct.org	4,822 4,812	4,822 4,812	Municipal government	Neil O'Leary Mayor	1686
18	Cigna Corp. 900 Cottage Grove Road Bloomfield, CT 06002 860-226-6000; www.cigna.com	4,200 4,200	39,300 (13) 37,000	Global health services; medical, dental, behavioral health, pharmacy, vision, supplemental benefits, plus group life, accident and disability insurance	David M. Cordani President & CEO	1792
19	ESPN ESPN Plaza, 935 Middle St. Bristol, CT 06010 888-549-3776; espn.go.com	4,000 4,000	8,000 7,700	Sports media	John Skipper President	1979
20	Eversource Energy (14) 56 Prospect St. Hartford, CT 06103 860-286-5000; www.eversource.com	3,333 3,000	7,814 8,248	Energy delivery	James J. Judge President & CEO	1966
21	Pfizer Inc. 235 E. 42nd St. New York, NY 10017 212-733-2323; www.pfizer.com	3,000 NA	97,900 NA	Pharmaceutical research, development and manufacturing	Ian C. Read CEO	1849
22	Eastern Connecticut Health Network (15) 71 Haynes St. Manchester, CT 06040 860-533-3414; www.echn.org	2,817 2,902	2,902 2,992	Healthcare system	Peter J. Karl President & CEO	1995

Source: Each employer via survey, government and company websites, news reports. Note: City of New Haven, with 4,608 employees in 2015, did not respond to the 2016 survey. Likewise, Hartford Public Schools reported 3,608 employees in 2015. NA = Not available.
(1) Best estimate as of June 22, 2016.
(2) Figure from Feb. 2015 and from the state of Connecticut Office of Policy and Management.
(3) Figure from fall 2015.
(4) Figure from fall 2014.
(5) Approximate figure as of March 2016.
(6) On Nov. 6, 2015, Lockheed Martin acquired Sikorsky Aircraft from Farmington-based United Technologies Corp. for \$9 billion.
(7) Headcount was calculated as part of United Technologies Corp. in 2015.
(8) Lockheed Co. was founded in 1912; in 1995, Lockheed Corp. merged with Martin Marietta, also founded in 1912 as the Glenn L. Martin Co., to form today's Lockheed Martin.
(9) Employee numbers are approximate.
(10) Includes St. Francis Hospital, Mount Sinai Rehabilitation Hospital and Johnson Memorial Hospital.
(11) Figure reflects St. Francis and Mount Sinai hospitals as Johnson Memorial was not part of the organization in 2015.
(12) Oxford and Golden Rule health insurance companies are brands under the UnitedHealthcare umbrella.
(13) Worldwide employees.
(14) Formerly called Northeast Utilities. Dual headquarters, also in Boston, Mass.
(15) Includes Manchester Memorial Hospital, Rockville General Hospital and wholly owned subsidiaries. ECHN is in the process of being acquired by Los Angeles-based Prospect Medical Holdings.
—Compiled by Stephanie R. Meagher.

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CT readies for modified 'ban-the-box' law

By Daniel Schwartz and James Leva

Connecticut recently enacted the Fair Chance Employment Act that is a modified "ban-the-box" law. It applies to all employers in both the public and private sectors and is effective Jan. 1, 2017.

The law prohibits employers from inquiring about a prospective employee's prior arrests, criminal charges or convictions on an initial employment application, unless the

employer is required to do so by an applicable state or federal law, or a security or fidelity bond, or an equivalent bond, is required for the position for which the prospective employee is seeking employment.

Unlike broader ban-the-box laws in some other jurisdictions, Connecticut's Fair Chance Employment Act does not prohibit employers from inquiring about a prospective employee's criminal history until the employer first makes a conditional offer of employment to the applicant.

The final version of Connecticut's law stops short of imposing such a requirement and, instead, prohibits employers only from

inquiring about a prospective employee's criminal history in an initial employment application. Nothing in the Act prohibits employers from asking about an applicant's criminal history (subject to certain restrictions discussed later) during a subsequent interview or by sending supplemental application materials after an initial screening.

Additionally, the law does not provide a private right of action. Rather, the only recourse for a prospective employee who alleges a viola-

tion of the Act is to file a complaint with Connecticut's Department of Labor.

Connecticut employers still may not require an employee or prospective employee to disclose a prior arrest, criminal charge or conviction if the records of such arrest, charge or conviction have been erased and/or are subject to erasure under various Connecticut laws and regulations. Additionally, any form that contains any question concerning the criminal history of the job applicant must contain a notice, in clear and conspicuous language, that the applicant is not required to disclose the existence of any arrest, criminal charge or conviction where the records have been erased or are

subject to erasure.

The Fair Chance Employment Act also establishes a "Fair Chance Employment Task Force" charged with studying issues, including, the employment opportunities available to individuals with criminal histories. The task force is required to submit a report on its findings and offer recommendations on further administrative or legislative action

on or before Jan. 1, 2017. The taskforce must submit a second report, addressing the same issues, on or before Jan. 1, 2018.

More extensive ban-the-box laws in some of Connecticut's neighboring states may be instructive regarding potential future developments in this area of the law in Connecticut.

For example, in New York, an employer is required to make an individualized assessment of multiple factors before it can deny employment based on a prior criminal conviction. The relevant factors include, but are not limited to, the duties of the job being sought, the nature of the criminal conviction, the age of the applicant at the time of the conviction, the

► **Nothing in the Act prohibits employers from asking about an applicant's criminal history ... during a subsequent interview or by sending supplemental application materials after an initial screening.**

age of the applicant at the time of the job application and the applicant's evidence of rehabilitation.

What should employers do?

Employers need to review and tailor their job-application forms, interview procedures and hiring processes to comply with the laws of the jurisdictions applicable to them.

Under the new Connecticut law, such compliance requires the removal of any inquiry about criminal convictions from an initial employment application. Other states, such as New York, have adopted additional measures in an effort to discourage alleged discrimination in the job market against job applicants with criminal histories.

Similar protections may be on the horizon in Connecticut following recommendations from the Fair Chance Employment Task Force, and employers need to remain alert to changes in this area of the law. ■

Daniel Schwartz is a partner and James Leva an associate at law firm Day Pitney.

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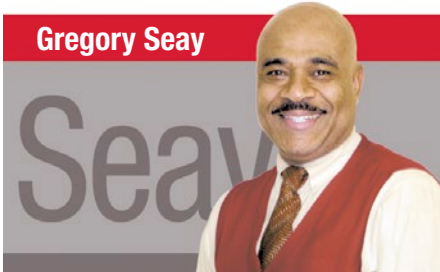
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100 Pearl's atrium undergoes a \$250K refresh

Gregory Seay



PHOTOS | CONTRIBUTED



"Fabian," a glass-and-metal work, is among the decorative improvements to the soaring entry lobby of 100 Pearl St. in downtown Hartford.

Though it invested nearly \$37 million more than a year ago to buy downtown's 100 Pearl St. office tower, owner Shelbourne Global Solutions LLC has spent a bit more to refresh the building's atrium.

In March 2015, Shelbourne bought the 17-story, glass-and-masonry tower from The Silverman Group of New Jersey. Shelbourne also owns a majority stake in the nearby 20 Church St. office tower, known as the Stilts Building.

According to New York-based Carrow Realty, 100 Pearl's property manager, the newest landlord spent nearly \$250,000 to convert the atrium lighting to light-emitting diodes, plus hang new fabric tapestries to line the upper walls. Minor concrete repairs, too, were done in the building's underground parking garage, said Carrow Realty principal Charles Carrow.

But the centerpiece of the lobby additions is an Italian, glass-and-metal sculpture called a "Fabian" hung from the ceiling of the three-story atrium, above the concierge desk.

SLAM's Woodbury schoolwork

Glastonbury's SLAM Collaborative has been hired to provide architectural-engineering services for the planned \$68.3 million makeover of Woodbury's Nonnewaug High School.

Typical of renovate-as-new school-building projects, the state provides funding for a portion of the renovation.

SLAM is working to digitize all building

data to create a 3D model of the school, enabling school administrators and staff to assess space needs and other essential components of the project.

Construction is slated to begin in June 2017.

\$1.3M S. Windsor sale

A 34,132-square-foot South Windsor industrial building brought \$1.3 million in a recent sale, brokers say.

Vignola Realty acquired 140 Nutmeg Road North on 2.36 acres from seller DL Lynch Associates Inc.

Sentry Commercial was the buyer's broker in the sale.



140 Nutmeg Road North, South Windsor.

PCdata's E. Granby relocation; Airport Biz Center listed

PCdata USA Inc. has leased 4,080 square feet in one of the building's comprising East Granby's Airport Business Center for a planned relocation of its current operations in the town, brokers say.

The Netherlands logistics-automation vendor for global consumer-goods suppliers and industrial bakers will move by the fall into space in the 64,840-square-foot, multi-tenant business center at 25-27 & 29 Kripes Road, according to sole



29 Kripes Road, East Granby.

broker Sentry Commercial.

PCdata is currently housed at 99 Rainbow Road.

Airport Business Center III L.P. is landlord. Meantime, the owner of East Granby's Airport Business Center has put its commercial-industrial property on the market.

According to listing broker Sentry Commercial, owner Airport Business Center III L.P. hasn't set a sale price.

Instead, it will rely on the marketplace to set value for the three buildings at 25-27 and 29 Kripes Road, totaling 64,840 square feet on 6.05 acres. ABC opened in 1987 and generates \$326,000 of annual net operating income.

East Granby assessor's records show ABC's three buildings and acreage with a combined market value of \$2.9 million as of the town's most recent 2013 revaluation.

Among ABC's larger tenants who have staked it to its current 97 percent occupancy are Pilot Freight Services and SNE Building Systems, Sentry said. ■

Gregory Seay is the Hartford Business Journal News Editor. Reach him at gseay@HartfordBusiness.com.

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A new focus for many manufacturers

PHOTO | CONTRIBUTED



U.S. Commerce Undersecretary Eric L. Hirschhorn, responsible for securing America's exports of capital goods and technology from enemy hands, addressing Connecticut manufacturers in downtown Hartford in June.

the nation's top domestic-international trade agency, the U.S. Commerce Department, is trying to rigorously drive home through tightened compliance requirements on major, so-called "tier 1" technology providers like Pratt & Whitney and General Electric, and smaller, "tier 2" participants in their supply chain.

In June, the Marriott Hartford Downtown was the site of a day-long Commerce Department forum meant to educate small and mid-size Connecticut manufacturers and suppliers about the need for compliance. It was also a showcase for the commerce agency, whose undersecretary overseeing export cybersecurity compliance was a keynote speaker, to update companies on the federal government's headway in reducing red tape and other paperwork to make their compliance tasks easier.

For instance, a machine-tool maker must ensure not only that end users of its devices aren't on the U.S.-enemies list, but that none of the machine's components can be cannibalized to make weapons or be incorporated into enemy defense systems.

Officials at Birken Manufacturing Co. in Bloomfield, which performs value-added machining of component parts for Pratt and a host of other Connecticut and U.S. customers with overseas markets, say they see the value in the U.S. shielding vital technology from its enemies — and support it.

"It's a brave new world," said Birken co-owner and CEO Gary Greenberg. "All of us in the industry are very cognizant about national security."

Avoiding 'wrong hands'

Eric L. Hirschhorn, a New York lawyer who has been undersecretary of Commerce

for Industry and Security and head of the Bureau of Industry and Security (BIS) since March 2010, likens his role as "the opposite side of the coin to the defense department."

"Their job is to ensure that if [the U.S. military] goes onto the battlefield," he said, "they have the best possible equipment and technology. My job is to make sure the other guys don't."

To that end, the U.S. for years has kept a lengthy list of American-made parts and technologies — International Traffic in Arms Regulations (ITAR) — that are banned for export to any nation-state other than America's allies, Hirschhorn said.

The growth in outsourced production and distribution of American technology, in tandem with the mushrooming appeal and convenience of the internet to match faceless buyers and sellers of that technology, has ratcheted up America's urgency to ensure its best innovations don't fall into the wrong hands, Hirschhorn said.

But along with that sense of urgency is recognition, he said, of the difficulty for some large and small American manufacturers to keep up. To help with that, the U.S. government has shortened the wait time for American firms that apply for export-import licenses, especially in doing business with U.S. allies, Hirschhorn said.

James Kask is partner at accounting-consultancy CohnReznick LLC in Hartford and co-head of its manufacturing and wholesale distribution and industry practice. Kask



James Kask, partner, CohnReznick LLC

moderated one of the panel sessions for the Commerce Department's recent cybersecurity forum in Hartford.

Kask said the presence of a Connecticut assistant U.S. attorney assigned to the national-security and major-crimes unit, drove home for him the gravity of the government's desire to educate more New England companies about their cybersecurity roles and responsibilities.

"Many of them have only recently given thought to this area," Kask said. "Historically, the cybersecurity strategy for a lot of companies haven't been properly aligned with business risk."

Costly compliance

There's also the issue of the cost to implement and monitor cybersecurity protocols. At large companies, that expense can include the salary and benefits of one or a team of ITAR-compliance officers, not to mention the cost to buy and operate electronic hardware and software for monitoring compliance.

H. Ross Garber, head of the government practice at Hartford law firm Shipman & Goodwin LLC, said companies just can't walk into a store and pluck a fully equipped compliance package off the "cybersecurity shelf." Not only are such systems costly, Garber said, they must be thorough enough to account for all of a company's products, markets and customers.

"It's, frankly, very difficult for smaller companies to comply with the ... requirements that the government imposes, particularly those related to cybersecurity and international trade," Garber said. "Many smaller companies have adopted a strategy of simply hoping for the best."

And certainly over the past few years,

Export License Facts

- In FY 2015, the Bureau of Industry and Security (BIS) processed 37,398 export license applications for transactions. This marked a 20.8 percent increase from the 30,953 applications processed in fiscal 2014. BIS approved 31,199 license applications (83.4 percent), returned 5,860 applications without action (15.7 percent), and denied 339 applications (0.9 percent).
- In 2014, \$16.1 billion (1 percent of total exports) was exported under the license authorization of the BIS of the U.S. Department of Commerce.
- BIS currently has seven export control officers working overseas in six locations: China, India, Germany, Singapore, UAE and Hong Kong.

SOURCE: U.S. COMMERCE DEPARTMENT

Garber said, government and prime contractors have been trying to educate smaller companies that "hoping" isn't a workable strategy.

If the cybersecurity threat is real, so is punishment for companies that lapse in their compliance responsibilities. In June 2012, the U.S. slapped Farmington's United Technologies Corp., and its Pratt-Canada and Hamilton Sundstrand divisions, with more than \$75 million in fines for lying about the illegal export of U.S. military software that China used to develop its first modern military helicopter, the X-10.

At smaller firms, responsibility for compliance typically falls to a single individual. At Birken, a major aeroparts supplier to Pratt and GE, among others, ITAR compliance-monitoring is Greenberg's duty. In the past decade alone, he said he has watched grow steadily the number of its parts/technologies subject to "no sale" to non-allies.

Each year, Birken applies to the federal Directorate of Defense Trade Controls to receive its mandatory identification-registration code.

"We always used to sell direct to Pratt or to the U.S. government," Greenberg said. "We don't do very much internationally. It's only when the customer asks us to direct-ship to someone."

The U.S. also strictly limits outsiders' access to shop floors where vital technology is being developed or tested. For instance, Birken, like many other production "job shops" around the country, must keep a log of visitors to and from their offices.

Anyone who is not an American citizen, or doesn't hold a legitimate "green card," is banned from setting foot in certain sensitive areas, or seeing or handling, sensitive technology, authorities say.

Recently, Greenberg said he sold a part to a New York broker. But before the deal could close, Greenberg insisted the broker provide him with verification — for Birken's files — that the part was not headed overseas. He said a government-issued checklist of banned parts, technologies and procedures would simplify his compliance routine.

Greenberg said federal authorities typically have relied on "whistleblowers" to tip them to potential trade-technology breaches.

"When we're talking about national security," he said, "if [enemies] can use our technology against us, it's not something we want to be part of."



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New Britain Bees General Manager Pat Day (right) said the team's success will be measured in fan attendance and corporate support. Bees stadium sells merchandise and hosts a Fun Zone to attract fan support.



HBJ PHOTOS: KEITH GRIFFIN

New Britain Bees build season without competition

By Keith Griffin
kgriffin@HartfordBusiness.com

The New Britain Bees were supposed to enter their inaugural season at New Britain Stadium with strong competition from the Hartford Yard Goats, located 13 miles away at a new, \$56 million state-of-the-art minor league baseball stadium just north of downtown Hartford.

But then fate smiled on the Bees in the form of construction delays that ultimately shuttered Hartford's Double-A ballpark without a single pitch being thrown. While the Yard Goats have played a hopscotch schedule of home games in various away stadiums, the Bees have hunkered down in the Hardware City, building their base of fans and corporate support.

Pat Day, the Bees' general manager, said the Yard Goats' misfortunes have given him time to build the team's brand. There's no competition for home ticket sales or the fan experience the Yard Goats stadium was hoping to offer in terms of new electronics and food and beer from local restaurants. The Bees still play in front of the old scoreboard and the stadium cuisine, while reasonably priced, is not distinctive.

"We're building something fun here that sponsors and employees can be proud of. We couldn't be happier with how the market has responded," Day said during an interview at his office along the first-base side at New Britain Stadium.

Day, who has spent 19 years in professional baseball, including almost nine years as a GM, said his immediate focus when he was

hired in Nov. 2015 was building an expansion team from the ground up. The New Britain Bees joined the independent Atlantic League after a Camden, N.J., team folded.

Day was starting from scratch because the New Britain Rock Cats moved to Hartford taking all their staff and records.

He had to recruit a new front-office team tasked with quickly getting up to speed on things like season-ticket sales and corporate sponsorships. The latter was made somewhat easier by Stanley Black & Decker agreeing to stick with its hometown team as a lead sponsor.

Other sponsorships are a mixture of trade and cash, Day said, from a wide range of organizations including a local insurance agency, the Community Foundation of New Britain, and even a bowling alley, among others. Day declined to disclose sponsorship revenues.

"We're happy with what we are seeing. We had to put together an organization in 75 days," Day said. "The opportunities for sponsorships are endless. We don't ever run out of inventory. That's the beauty of minor league baseball."

Day said a minor league team's success isn't measured by wins and losses (the Bees were 37-36 as of July 7). Most fans go for the family experience and foodstuffs.

"At the end of the day, success is measured through corporate support and ticket sales," he said.

On the attendance front, Day said he's been happy with the numbers, but the Bees are attracting fewer fans per game than the Rock Cats did. Through its first 32 home games,

according to league statistics, the team drew 95,528 fans to New Britain, averaging 2,985 a game. That puts it in seventh place for average attendance among the eight teams in the league.

The Rock Cats drew 267,377 fans to New Britain Stadium in their final season, which included 66 home games, averaging 4,051 fans per game.

At its peak in 2010, the team averaged 5,190 fans per game.

"We certainly have to grow our business. We ask everybody for their business," Day said.

Favorable terms

Despite slower ticket sales, Day predicts the team will turn a profit in its first season. It's being helped in part by the lease it worked out with the city of New Britain. The team has a 15-year compact, renewable every five years. Its rent is \$150,000 per season for the next five years, similar to what the Rock Cats paid, and then it goes up to \$160,000 in 2021.

There's one significant difference: The Bees get to keep the parking revenue; before that money used to go to the city.

New Britain Mayor Erin Stewart said the parking program used to be run through the city's parks and recreation department, serving as a de-facto summer jobs program for city youth. "If we had \$20,000 left over at the end of the summer we were lucky," the mayor said. Those funds were more important to the team. "You have to get creative about how to sweeten the pot," the mayor added.

The city also invested \$500,000 in the stadium, including facade work, a new Fun Zone

with a climbing wall, and an interior paint job that represents the new tenant's black and yellow colors. "The amount we had to put into the field was nothing compared to the paint job," Stewart said.

The mayor said there is a benefit to the stadium that can't be instantly quantified.

"We don't make any money off the stadium," Stewart said, adding it's a case of breaking even. The city pays for maintenance and debt service and staffers taking care of the field.

In terms of economic value, the team and stadium are an economic driver because they attract people who spend money in New Britain, Stewart said, adding that it would be a blow to the Hardware City's tourism to not have a team because the city is known as a baseball destination.

Day said that strong baseball affinity was one of the reasons the owners decided to invest in the team — that and the mayor herself. The Bees are owned by Frank Boulton, a founder of the Atlantic League and owner of several teams. "The mayor did a fantastic job getting the team. It's always important to have a city behind you," Day said.

Stewart is pretty frank in what she learned about the process of getting a team. In addition to the Atlantic League, she dealt with reps from the Canadian-American Baseball League and the Futures League. She described baseball as being similar to politics. "It's a cutthroat business," she said, adding there can be shady, backroom deals. "I'm happy we went with a league with high morals and ethics. They run a solid business," she said.

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Dr. Geetha P. Bhumireddy



Robert W. Hensley



Jill A. Brandon

Robinson + Cole adds four lawyers in CT

Robinson + Cole announced 13 new lawyers have joined the firm over the last several months in its East Coast offices, including four in Connecticut. Joining the Hartford office are **Richard M. Borden**, counsel in data privacy and security; **Ryan V. Leichsenring**, counsel in tax; and **Devin M. Karas**, associate in employee benefits and compensation. **Anthony J. Vogel** joined the Stamford office as an associate in real estate and development.

Borden represents companies on federal, state and international cybersecurity and privacy issues.

Leichsenring represents clients in a broad range of domestic and international tax matters, with a particular emphasis on multistate taxation issues, tax planning, enforcement and collection defense, and other federal and state tax controversies for both individuals and businesses.

Karas regularly advises clients on the design, implementation, compliance and correction of employee-benefit plans and executive-compensation arrangements.

Eversource names new regional electric operations president

Eversource Energy announced that **Craig Hallstrom** has been named regional electric operations president for Connecticut and Massachusetts. Hallstrom will oversee electric field and system operations for both states.

Hallstrom has been with the company 27 years, with a focus on emergency response and employee safety. Most recently, he served as president of electric operations for eastern and western Massachusetts.

Hartford gets new postmaster

The U.S. Postal Service has named **Ted Goonan** as the new postmaster of Hartford, the largest post office in Connecticut. Goonan was sworn in June 24.

After serving in Beirut and Grenada with the U.S. Navy, Goonan began his career with the Postal Service as a letter carrier in Springfield, Mass., in 1986. In 1988, he was promoted to his first management job in Springfield and has held various management positions in New York state, Massachusetts and Connecticut.

Cardiology specialist joins St. Francis

Dr. Geetha P. Bhumireddy has joined St. Francis Hospital and Medical Center as a specialist in cardiology with Collins Medical Associates 2 PC, in Hartford.

Bhumireddy completed her residency in cardiology at New York Methodist Hospital in Brooklyn. She earned a research fellowship there in cardiac magnetic resonance imaging and also received fellowship training there in cardiovascular medicine.

Bhumireddy is board-certified in general cardiology, internal medicine, echocardiography, nuclear imaging and vascular imaging.

Robert Hensley & Associates announces new partner, wealth management director

Avon-based Robert Hensley & Associates LLC, a provider of financial and insurance services, announced the promotion of **Robert W. Hensley** to active partner and the appointment of **Jill A. Brandon** to director of wealth management.

Hensley has been in the insurance and financial services business since 2009, when he joined RH&A, and has run its insurance operations the past 1½ years. He previously worked in Providence for Turfer Athletics, a supplier of uniforms and sports apparel.

Brandon joined RH&A in 2007 and has served as senior adviser. She will continue in that role in addition to her new responsibilities. Before RH&A, she spent 15 years with Travelers Life and Annuity and MetLife, where she served a number of positions, including director of product development and director of operations.

SS&C names head of sales and business development

Windsor-based SS&C Technologies Holdings Inc., a global provider of financial services software, announced the appointment of **Will Entwistle** to senior vice president, SS&C institutional and investment management.

Entwistle has nearly two decades of experience in driving sales growth in the financial services software industry, which he will use to lead SS&C's North American sales team. Most recently, he was vice president of wealth management and trading solution sales for the Americas at Interactive Data Corp.

CT Wealth Management hires financial planner

Farmington investment adviser Connecticut Wealth Management has hired **Martha Hardison** as a financial planner. She will work alongside the firm's team of financial advisers to construct, update and manage financial plans for clients.

Most recently, Hardison worked in a management position at TD Bank in Plantsville.

Webster names managing director

Webster Bank has named **John Tracey** as managing director and senior relationship manager for the commercial bank's sponsor and specialty finance group. In this position, Tracey is responsible for originating and executing senior secured credit facilities for private-equity sponsors and middle-market companies across all sectors of the healthcare industry.

Tracey brings 20 years of finance and banking-related experience to Webster. Previously, he was managing director and head of healthcare risk management at Varagon Capital Partners, a middle-market asset management firm.



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FY 2014 SUMMARY

	2013	2014
Total Employees	0	0
Total Assets	\$31,652	\$34,662
Total Liabilities	\$0	\$0

REVENUES

Contributions & Grants	\$30,675	\$28,500
Program Service Revenue	\$41,552	\$39,943
Investment Income	\$43	\$51
Other	\$0	\$0
TOTAL	\$72,270	\$68,494

EXPENSES

Grants	\$0	\$0
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$0	\$0
Fundraising Fees	\$0	\$0
Other	\$65,171	\$65,484
TOTAL	\$65,171	\$65,484
MARGIN	\$7,099	\$3,010

SOURCE: GUIDESTAR IRS 990 TAX FORM



Comcast NBCUniversal awarded **\$54,000** in scholarships for the 2016-17 school year to 45 Connecticut students (shown above) as part of its annual Leaders and Achievers Scholarship Program. The program, funded by the Comcast Foundation, is a one-time, \$1,000 scholarship awarded to the best high school seniors for their community service, academic performance and leadership skills.

...

The **Corporation for National and Community Service** has awarded a grant of **\$247,714** to **Nutmeg Big Brothers Big**

Sisters' Foster Grandparent Program. The grant will support 54 senior mentors per year at 24 mentoring sites in Hartford, Bloomfield, East Hartford, New Britain and Middletown. Pictured below (from left) are: Shayla Williams, program officer, Corporation for National and Community Service; Andy Fleischmann, president and CEO of Nutmeg Big Brothers Big Sisters; and Anne Ostberg, Connecticut program director for the Corporation for National and Community Service.

...

Wheeler's 31st Annual Wheeler Golf Classic at The Country Club of Farmington raised **\$56,000**, bringing the amount raised since inception to more than \$1 million.

Proceeds from Golf Classic events have helped Wheeler provide access to integrated primary and behavioral health services in underserved communities.



TOWN PROFILE

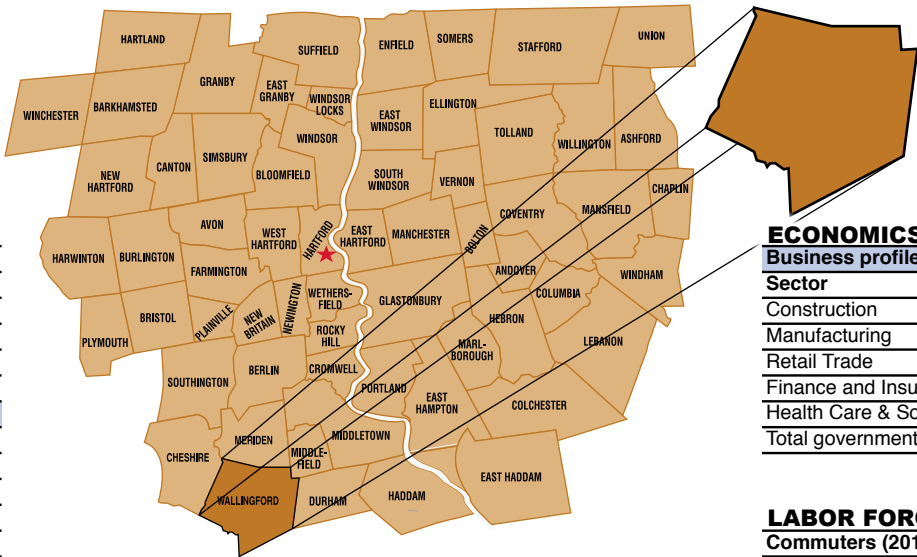
Land area (sq. miles)	39
Pop./sq. mile (2010)	1,157
Median age (2010-14)	44
Households (2010-14)	17,169
Median HH Inc. (2010-14)	\$75,533

Population (2010-14)	
2000	43,026
2010	45,135
2014	45,154
2020	46,699

Race/Ethnicity (2010-14)	
White	38,050
Black	861
Asian Pacific	1,510
Native American	0
Other/Multi-race	1,910
Hispanic	4,127

HOUSING	
Housing stock (2010-14)	
Existing units (total)	18,292
% single unit	61.0%
New permits auth. (2014)	22
as % existing units	0.10%
Demolitions (2014)	4
Residential sales (2013)	396
Median price	\$265,800

Top 5 Employers	
Masonicare Health CTR	
Gaylord Hospital	
Cytec Industries	
Quest Diagnostics	
Walmart Supercenter	



Educational attainment (2010-14)			
Persons age 25 or older		Town %	State %
High school graduate	10,144	31%	28%
Associate's Degree	2,748	8%	7%
Bachelor's or more	11,601	36%	37%

GOVERNMENT	
Government form	Mayor-Council
Total revenue (2014)	\$155,748,000
Per capita tax (2014)	\$2,466
as % of state average	91.4%
Total expenditures (2014)	\$154,671,000
Total indebtedness (2014)	\$31,114,000
as % of expenditures	20.1%
per capita	\$690
as % of state average	29.8%
Annual debt service (2014)	\$4,511,000
as % of expenditures	2.9%
Equalized net grand list (2014)	\$6,075,318,040
per capita	\$134,785
as % of state average	93%

WALLINGFORD
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ECONOMICS		
Business profile (2014)		
Sector	Units	Employment
Construction	156	942
Manufacturing	106	3,549
Retail Trade	145	2,729
Finance and Insurance	96	2,216
Health Care & Social Assistance	136	4,324
Total government	27	2,125

LABOR FORCE			
Commuters (2014)			
Commuters into town from:			
Wallingford	5,768	Southington	808
Meriden	3,802	Waterbury	808
Hamden	921	Cheshire	801
New Haven	882		

Labor Force (Residence)	
Employed	26,108
Unemployed	24,601
Unemployment Rate	1,507
	5.8%

Place of Work (2014)	
# of units	1574
Total Employment	27,902
Manufacturing Employment	3,549

TOP 5 GRAND LIST		
Company	Amount	% of Net
Bristol-Myers Squibb Co.	\$107.7M	1.70%
Wallingford Energy	\$37.8M	0.62%
Cellco Partnership	\$31.6M	0.52%
Masonicare Health Center	\$22.8M	0.37%
MCM Investment Properties	\$22.5M	0.36%

Source: Connecticut Economic Resource Center, www.cerc.com



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EDITORIAL

So far, 2016 offers mixed results for region, state

It's the official midway point in the year, so it's a good time to break down some of 2016's low and high points. Here's our analysis of this year's good, bad and ugly.

The Good

Connecticut's economy has continued its slow recovery, and while many would like to see the new-jobs pace quicken, it's a positive sign the state's private sector has boosted employment levels in 2016, especially in the wake of so much uncertainty on the state, national and global levels.

Through the first five months of 2016, Connecticut added 8,100 jobs, up from 5,800 jobs gained in the same time period last year. The state's unemployment rate is 5.7 percent, up slightly from a year ago even though Connecticut has added jobs in four out of five months this year through May — a sign more people are looking for work.

Since May 2015, the private sector added 14,700 jobs, while the government sector shed 800 jobs.

Connecticut home sales — a key economic indicator — also continue to climb. Single-family home sales rose for the seventh consecutive month in May, by 23.9 percent, with a total of 2,921 homes changing hands. Year-to-date, home sales are up 23 percent, however, the median sales price has remained stagnant, declining slightly by 1.4 percent to \$235,000.

The Bad

While the jobs data has largely pointed to a continuing economic recovery in Connecticut, the outlook remains cloudy at best.

The biggest issue — other than larger global macroeconomic factors Connecticut has little control over, including things like market uncertainty from the presidential election and United Kingdom's decision to leave the European Union — is the state's continuing budget crisis.

State lawmakers smartly avoided tax increases this legislative session in the face of a nearly \$1 billion deficit, but more billion-dollar deficits loom.

Most alarming is the precipitous decline in state income-tax revenues, the main contributor to the state ending fiscal 2016 in the red by \$315.8 million, despite countless attempts to slash spending throughout the year. That will force policymakers to dip into the state's rainy-day fund to balance the books, leaving only about \$90 million in Connecticut's emergency reserve, which equals one-half of 1 percent of annual operating costs. That means the state has little to no fiscal cushion to deal with future deficits.

Meantime, even with hundreds of millions of dollars in budget cuts enacted by lawmakers this session, the state faces billion-dollar-plus deficits in fiscals 2018 and 2019. Worse yet, when the legislature convenes again in January, local elections will be over, increasing the likelihood lawmakers will be more willing to enact another wave of tax increases to balance the budget.

These conditions will continue to have a dampening effect on the state's economy, making businesses cautious about expanding or adding jobs here.

The Ugly

While Connecticut's budget woes are disheartening, the financial state of the Capital City is downright ugly, with few good options available to avoid a state intervention or potential bankruptcy.

Add the black eyes Hartford has suffered from the delayed construction of Dunkin' Donuts Park and the federal indictments recently handed down to two former Dillon Stadium developers accused of swindling city hall out of hundreds of thousands of dollars, and it's been a rough year for the city.

First-year Mayor Luke Bronin has been greeted with an unending wave of difficult choices. He's already laid off 40 city hall employees and made other significant cuts to spending, but he says it won't be nearly enough to cover the tens of millions of dollars in deficits projected for the foreseeable future. Bronin says the city will need help to make ends meet, but what that means exactly remains unclear. He hasn't ruled out a potential bankruptcy or state intervention, but even those options won't cure Hartford's deep-rooted ills of poverty, income/education inequality and lack of taxable property/economic growth.

There are still plenty of positive things going on in Hartford, including the addition of new apartments and some innovative small businesses beginning to sprout here, but until Bronin or any other leader articulates a long-term, implementable vision for a financially stable city that raises the fortunes of all its residents, Hartford will continue to struggle. ■

EXPERTS CORNER

New England must invest in energy infrastructure

By Carl Gustin

Recent cancellations and delays of proposed large-scale energy infrastructure projects, and results from two regional surveys suggest energy policy and consumer and business concerns in New England are heading in opposite directions.

This split may be setting the stage for significant adverse economic consequences over the next five years as policymakers instead focus on climate change-driven options that extend well into the future.

A recent survey conducted by the New England Coalition for Affordable Energy found that 80 percent of New England consumers remain concerned about the affordability of electricity and natural gas despite a warm winter and sharp drops in energy prices. A separate Coalition survey found New England businesses equally concerned about energy costs.

Government leaders should take note that neither businesses nor consumers in the region are impressed with actions taken so far to address energy price affordability. About three out of four companies responding to the survey rated state government performance as either "poor" or "fair." Almost half of consumers don't think their governor and state legislature are doing enough to make energy more affordable — a somewhat better rating, but certainly no vote of confidence.

These surveys follow a study last year by the Coalition cautioning that inaction on infrastructure projects — pipelines, transmission, power generation, including large-scale wind — could increase energy costs through 2020 by some \$5.4 billion and result in the loss of 167,000 jobs in the region. The study was conducted following reports that the region had already been hit with \$7.5 billion in higher energy costs over previous winters because of natural gas pipeline constraints.

The study also found that there were enough projects planned and underway at the time to avoid or at least mitigate those impacts by 2020. But this was before the announcement that the Pilgrim Nuclear Power Station would be shutting down. It was also before: Kinder Morgan cancelled a major natural gas pipeline project; New Hampshire state officials announced a delay on a major electric

transmission line to bring hydroelectric power from Canada; and before New York blocked the Constitution Pipeline that was to bring low cost natural gas to New England.

And it was before ISO New England, which is responsible for regional electricity reliability, warned that "natural gas constraints have led to grid reliability challenges, emission increases during winter, and spikes in wholesale electricity prices" while pointing out that "By 2020, resources representing about 30 percent of regional capacity have committed to cease operation, or are at risk of retirement."

Responses to both surveys leave little doubt that energy infrastructure is needed in the region. Roughly three out of four consumers polled favor construction of new electricity infrastructure. Nearly two-thirds support new natural gas infrastructure to provide fuel for power plants and to heat homes and businesses. Support for energy infrastructure among businesses surveyed was similarly strong.

In both surveys, respondents voiced strong support for an "all-resource" approach that includes new natural gas power plants and pipelines — at least for the foreseeable future — as well as transmission lines, large-scale wind projects, imported hydropower from Canada and solar power.

Renewable resources are essential to attaining environmental goals, but natural gas is also needed. Those who argue against natural gas, who just say no to pipelines or natural gas-fired power plants, are not looking out for the near-term needs of consumers. They are certainly not looking out for businesses and institutions that employ millions of New Englanders and who depend on electricity around-the-clock throughout the year. Even a report by the Massachusetts Attorney General's office arguing that the region could get by without natural gas pipeline additions found that such pipelines "generate significant wholesale electricity price benefits."

If government leaders want to gain the confidence of consumers and business leaders, they will need to step forward to support new energy infrastructure in all forms, including natural gas pipelines and electric transmission lines, subject to meeting safety, environmental and economic criteria. Not to do so may lead the region to the higher costs and job losses within the next five years. ■

Carl Gustin is a consultant to the New England Coalition for Affordable Energy whose members include major business organizations and labor unions throughout New England.



Carl Gustin

HARTFORDBUSINESS.COM POLL

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- ☐ Better than expected
- ☐ As expected
- ☐ Worse than expected

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Last week's poll results:

Should Hartford, East Hartford have done more to keep the Riverfront festival?

44% Yes

56% No



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How busy people can better prioritize their time

By Ken Cook

Resources are limited. Budgets are tight. There's more and more to do. There's less and less to do it with. Sound familiar?

Here are six questions to ask yourself if you relate to the very busy I just described. The questions address asset management, namely yourself and your time, and the return the company realizes on you as an asset.

The questions also open up the human side of the equation.

Your time and contribution are more than a line item on a P&L. How do your activities impact the organization and its' culture?

What is my best role? Define what you want your role in the company to be. Understand your strengths and the value you deliver. Focus on activities that capitalize on your strengths and deliver value. It's a simple application of the 80/20 rule, where you spend 80 percent of your time on the 20 percent of your activities



Ken Cook

that deliver the highest value, both personally and for the company. For those activities that are not your strengths and value drivers, delegate, automate, outsource or eliminate them.

What is the impact on current workflow? Everyone is already running flat out. Therefore, any new activity requires a choice — what am I going to stop doing, or compromise doing, in order to take on the new activity? This is a ROI question. The activity with the greater ROI should receive top priority.

What is the impact on me? This is the same as the "current workflow" question, only from the personal point of view. Rather than being an asset manager and calculating ROI, your assessing the impact of an activity on your personal 80/20 application of your time. Focus on strengths and driving value, and consider what you would have to give up or compromise in order to take on the new activity.

What is the time frame to ramp-up an activity? The length of time for an activity to produce tangible financial results directly impacts the decision on whether to do it. This is a question of cash flow. The longer the ramp-up time is, the longer the drain on cash flow occurs. An activity can have a great ROI potential, but if you can't afford

► **It's a simple application of the 80/20 rule, where you spend 80 percent of your time on the 20 percent of your activities that deliver the highest value, both personally and for the company.**

to do it, so what.

How does this activity affect the bottom line? If an activity passes the affordability threshold, then you can accommodate the ROI and profitability calculation. You're in business to make money. Determine the profit returned by an activity over a specific time frame, and assess if it meets your profit goals. If the activity does not drive that result, seriously consider whether it is worth doing.

What happens if I don't do an activity? This is a question of assessing the impact of inactivity. You can elect to take no action, and that will produce a result. Is that result from non-action viable, affordable and acceptable?

Your choices are relatively simple and limited. You can do it, not do it, delegate it, automate it, outsource it or eliminate it. Make your choice and prioritize activities with both the financial and the personal impact in mind. Then proceed, looking for progressive improvement instead of delayed perfection. If an activity is able to be done, start doing it. Don't plan for perfection. Achieve results through action. ■

Ken Cook is the co-founder of How to Who and co-author of "How to WHO: Selling Personified," a book and program on building business through relationships. Learn more at www.howtowho.com.

BIZ BOOKS

How to overcome 'predictable crises of growth'

"The Founder's Mentality — How to Overcome the Predictable Crises of Growth" by Chris Zook and James Allen (Harvard Business Review Press, \$30).

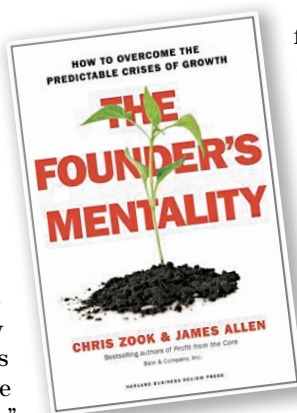
As a company grows, bureaucracy increases the distance between its founder's vision/ideas and front-line execution. The authors define three traits founders need to introduce into their company's culture early on to ensure an ongoing founder's mentality from top to bottom.

1. **"Insurgent mission"** — Employees need to embrace the "why and what" of the business. The mission should be a bold headline, not a paragraph so it's easily understood. Insurgency also requires "an emphasis on what differentiates the company and makes it unique." Why? Being part of something unique presents an opportunity to make a difference. It also opens the door to continuous improvement, which broadens the company's horizon outlook.

2. **"Front-line obsession"** — When you started the business, you were the face of the company. As such, you were directly involved with customers and delivering what you promised. Now that the business has grown, the company has many front-line faces. Those faces must know how to create value for customers. They must have decision-making



Jim Pawlak



flexibility to ensure customer satisfaction and a voice in products and services. This ties directly to what makes a company unique.

3. **"The owner's mindset"** — When people own their jobs, they connect what they do to the mission. Job ownership also involves a bias toward action (i.e. Make it happen, not let it happen) — which leads to speed in making deci-

sions. That speed also plays out in an "aversion to bureaucracy." When they see red tape, they quickly cut through it. They favor knowledge-sharing and collaboration over empire-building and siloes.

The bottom line: When employees have a founder's mentality, adapting to change and exploring new business opportunities fuel competitive advantage.

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"Essentialism: The Disciplined Pursuit of Less" by Greg McKeown (Crown Business, \$23).

Look at your inbox, to-do-list and

► **When employees have a founder's mentality, adapting to change and exploring new business opportunities fuel competitive advantage.**

calendar. They are filled with things you have to do. McKeown's research shows that "people don't believe they have a choice in what opportunity, assignment or challenge to take on." Instead of talking with the boss about shifts in priorities, or saying "no" to those hijacking their time, they let the work pile up and hope they can do it all. They can't.

They're victims of "learned helplessness" (i.e. shifting from this to that and back again). They're so busy — but not very productive. They're also mentally fried and stressed at day's end. The next day brings another "rinse and repeat" exercise.

The alternative: Make choices based on focus. "Distinguish between the vital few and the trivial many." Focus on "What problem do I want to solve? What can I go big on?"

Separate the vital from the trivial by making yourself unavailable at certain times. No phone, no email, no interruptions. Use the

"me" time to self-strategize. Think about what's really important and the "why, what, when and who" of making it happen.

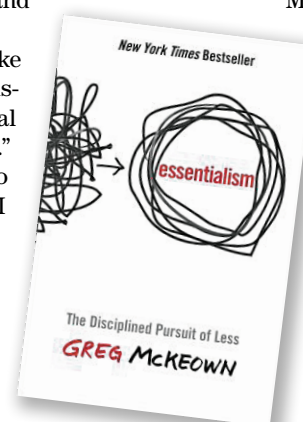
Active listening helps, too. Look for the "headlines" in what's being said. Write them down, and identify and understand the different perspectives involved. Ask clarifying questions. Then create your action-plan tactics.

Invite your mind to play "If I..." Think outside your box by challenging assumptions and exploring options. When your mind plays, creative juices kick in and excitement replaces stress.

McKeown also believes in protecting the most valuable asset — YOU. When you're tired, it's impossible for your brain to fire on all cylinders. Sleep doesn't just regenerate the body; it refreshes the mind.

Key takeaway: There's a difference between busyness and progress. ■

Jim Pawlak is a nationally syndicated book reviewer.





OF NOTE

EDIBLE ARRANGEMENTS CEO HONORED BY ASIAN AMERICAN BUSINESS DEVELOPMENT CENTER

Tariq Farid, founder and CEO of Wallingford-based Edible Arrangements, was honored with an Outstanding 50 Asian Americans in Business Award at a gala in Manhattan hosted by the Asian American Business Development Center. The award recipients represent ethnicities from China, India, South Korea, Malaysia, Pakistan, the Philippines, Thailand, Japan and other Asian countries. Shown in the picture is Farid (right) receiving the award.

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Kevin Sullivan

CT DRS COMMISSIONER SELECTED TO FTA GOVERNING BOARD

The national Federation of Tax Administrators has elected Connecticut Department of Revenue Services Commissioner Kevin Sullivan to serve as second vice president of its governing board. Sullivan, appointed by Gov. Dannel P. Malloy, has served as Connecticut's commissioner of Revenue Services since 2011.

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SCIENCE CENTER CEO TAPPED TO BE NEW REGENTS CHAIR

Connecticut Science Center CEO Matt Fleury has been named the new chairman of the Board of Regents for Higher Education. Its incumbent Nicholas M. Donofrio stepped down after completing a four-year term.

Fleury has served as a member of the board since its creation in 2011, including through roles as chairman of its finance and infrastructure committee, as a member of the executive committee, and on various presidential-search committees.

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LOCAL DESIGN COMPANY WINS FIRST PRIZE IN INTERNATIONAL COMPETITION

Structural Graphics of Essex won first place in the Technology, Media, Office and Self Promotion Category in the 2016 Dieline Package Design Awards for their Google Store Puzzle PR Box.

The boxes were designed like a puzzle with each piece carrying a different Google Store product. The Dieline Awards received more than 1,200 entries from countries all over the world.

...

CT NATIONAL ACADEMY OF ELDER LAW ATTORNEYS ELECTS NEW PRESIDENT

The Connecticut National Academy of Elder Law Attorneys Chapter announced its board of directors for 2016-2017, to be led by Attorney Matthew L. Stillman of Stillman & Associates in Guilford.

NAELA is a leading advocacy group for the fair and responsible treatment of seniors and their families in Connecticut.

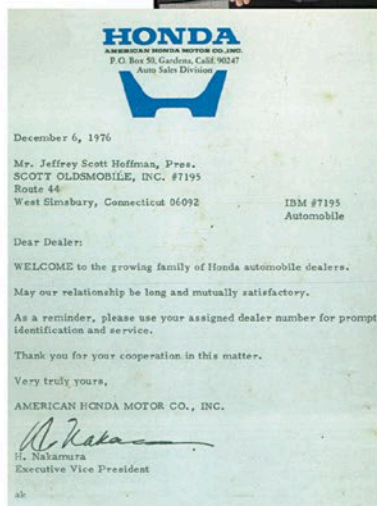
Please Note: All electronic submissions for Accolades should be sent to news@HartfordBusiness.com. For more information about the Hartford Business Journal's Accolades Page, please visit www.HartfordBusiness.com.

HOFFMAN AUTO GROUP GIVES TO KLINGBERG'S FATHERHOOD PROGRAM



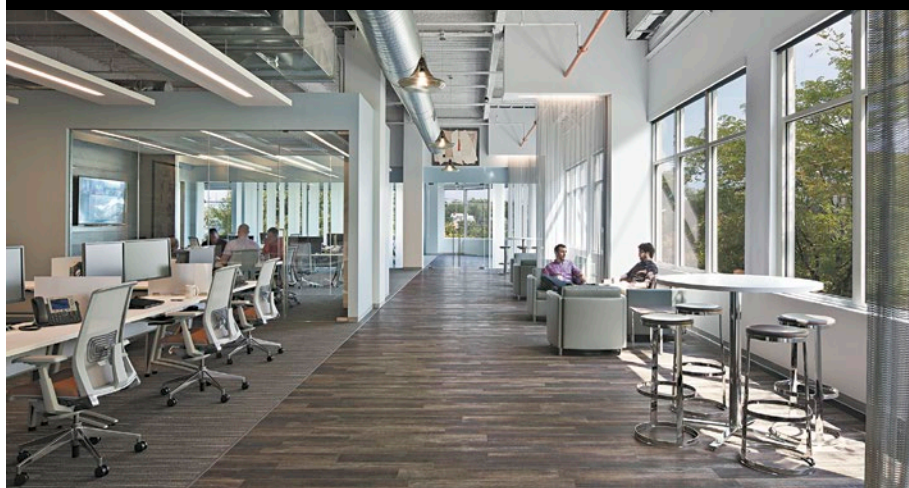
The Hoffman Auto Group recently presented a \$25,000 check to Klingberg Family Centers. The donation is in support of Klingberg's Fatherhood 360, a 12-week program that teaches young fathers how to be more involved and effective dads for the wellbeing and success of their children, even if they do not currently live with them. Pictured are: Bradley Hoffman, Jeffrey Hoffman and Matthew Hoffman; Mark Johnson, vice president of development, and Gail Lebert, director of partnership development, of Klingberg Family Centers.

HOFFMAN HONDA CELEBRATES 40 YEARS



Hoffman Honda recently celebrated its 40th anniversary. American Honda Motor Company district sales manager, Todd Orowson, presented the Hoffman family with a commemorative plaque in recognition of the milestone. Orowson recognized the long-term dedication and commitment from Hoffman Honda to the customer and the integrity of the Honda brand. Pictured (from left) are: Todd Orowson, district sales manager, American Honda; Jeffrey S. Hoffman, co-chairman, Hoffman Auto Group; I. Bradley Hoffman, co-chairman, Hoffman Auto Group; Matthew S. Hoffman, vice president, Hoffman Auto Group; Jonathan T. Hoffman, fixed operations manager, Hoffman Auto Group; and Suzi Henry, district parts/service manager, American Honda.

AMENTA EMMA WINS CT BUSINESS ARCHITECTURE AWARD



Hartford's Amenta Emma Architects received the Honor Award in the Under 50 Employees category of this year's American Institute of Architects CT Business Architecture Awards for their work on The Burgess Group's West Hartford office. The awards honor architects for solving business problems for Connecticut clients and demonstrating the power of architecture to shape business performance.

THE PERFECT DAY



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